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17 May 1954

TO: Director of Training

SUBJECT: OTR Use of External Training Facilities

1. PROBLEM:

There exists a need to establish the basis for an Office of Training policy relating to the use of external programs and facilities for the purpose of increasing OTR capabilities and achieving career development for OTR employees.

2. FACTS BEARING ON THE PROBLEM:

- a. There are two general categories of external training programs available to all components of the Agency. These are:

(1) Defense Schools

(2) Formal external language and area programs, such as programs A, C, G, E, and the summer seminar sessions conducted by SAIS.

- b. There are two other types of external activity affecting OTR and OTR employees. These are:

(1) Temporary duty assignments abroad, for OTR employees approved by the Office of Training after requests from other components of the Agency.

(2) Visits of inspection to foreign areas arranged for OTR personnel by and with appropriate offices, when such visits have a direct relationship to the development of new, or the improvement of existent, training capabilities.

- 25X1A c. CIA Regulation [REDACTED] sets forth the authority, policy, responsibilities, and procedures for training at non-CIA facilities under Public Law 110. The first paragraph of this regulation, entitled GENERAL, includes a quotation of Section 4, Public Law 110, 81st Congress, First Session. This section is re-quoted here because it establishes the scope of authority for utilizing external training programs at non-CIA facilities.

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"Any officer or employee of the Agency may be assigned or detailed for special instruction, research, or training, at or with domestic or foreign public or private institutions; trade, labor, agricultural, or scientific associations; courses or training programs under the National Military Establishment; or commercial firms."

- 25X1A d. Paragraph 2, CIA Regulation [REDACTED] relates to policy with respect to the type of individual to be selected for external training.
- 25X1A Paragraph 4 b, CIA Regulation [REDACTED] discusses further the procedures for selection of individuals for training at non-CIA facilities and makes reference to the criteria which must be considered when such selection is made.
- 25X1A e. Examination of CIA Regulation [REDACTED] and the [REDACTED] of CIA regulations, pertaining to travel, fails to reveal any authority for the approval of requests for area familiarization travel by employees of CIA. 25X1A
3. DISCUSSION:
- a. With reference to the applicability of various external training programs and activities available to the Office of Training, the Defense schools are considered to have significant value in that their programs are designed to broaden and develop executive and planning skills. Attendance at these programs also provides opportunity for establishing harmonious working relationships between representatives of this Office and members of the Defense establishment. In the event CIA is called upon to provide direct support to military operations in time of war, this factor may be of unlimited benefit both to the Agency and the Office of Training. In the light of the OTR responsibility for assisting Agency employees to qualify themselves for any projected assignment, knowledge gained by OTR representatives in attendance at Defense schools will have a direct bearing on increasing OTR capability to make training programs more responsive to Agency requirements.
- b. With reference to the applicability of external language and area programs to the problem, it is considered that direct benefits will accrue to CIA from participation in these programs by representatives of the Office of Training in that:
- (1) Instructors in the basic courses possessing language and area backgrounds, in addition to the qualifications necessary to deal with selected subjects, may be considered more competent in their respective fields.

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- (2) A cursory comparison of language training conducted at external language facilities with that conducted at internal OTR language facilities indicates that the latter can be conducted more efficiently, securely, and effectively and at less cost by staff instructors under OTR control. Utilization of external language programs in order to develop or improve the competence of staff linguists is therefore considered to be a feasible way of improving OTR capabilities in the language field.
- (3) Of the several external language and area training programs currently available to CIA, Program E is considered the most desirable for OTR purposes. However, programs A, C, and G, all of which are of two years' duration, may be equally appropriate if Agency requirements for instruction dictate the necessity for OTR to employ staff members with qualifications which these programs can provide.
- (4) The occasional opportunities offered OTR by Foreign Divisions to send qualified instructors overseas to conduct training for indigenous agents provides a significant advantage in that OTR capabilities are enhanced by virtue of the operational experience gained by instructors participating in such programs and, similarly, the instructor is benefited from his firsthand contact with staff and agent personnel operating in the field.
- (5) Visits by OTR personnel to foreign areas may have a direct relationship to the development of new or improved training capabilities. If such visits are designed to provide OTR personnel an opportunity to view the practical application of theoretical knowledge imparted in OTR courses or to learn of new techniques or methods developed by the field, a definite increase in OTR capability to carry out its mission will result. Such visits would have the effect of broadening and developing OTR personnel through firsthand contacts and observation of field operations.
- (6) In selecting OTR personnel for participation in external programs and activities, it is suggested that selection for attendance at Defense schools should be made from senior employees only. Selection for participation in formally established external language or area training programs should in general be limited to instructor personnel whose assigned or projected responsibilities include subjects related to the programs in question. The selection of personnel for participation in overseas training projects is clearly delineated by the subjects to be taught and the competence of the instructor(s) responsible for subjects in these fields. Selection of personnel for visits of inspection should be made from each of the organizational components of OTR on a planned basis where such visits can be justified in terms of direct benefit to the Agency and specifically when such visits will increase OTR capability to meet assigned tasks.

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4. CONCLUSIONS:

- a. It is concluded that each of the above external programs or activities offers opportunity for increasing OTR capabilities in achieving career development for employees of this Office.

5. RECOMMENDATIONS:

- a. It is recommended that:

- (1) Each Staff and division chief consider Defense schools, external training, and visits of inspection as part of the career plans for employees under their jurisdiction.
- (2) Staff and division chiefs be invited to submit nominations for Defense schools, external training and visits of inspection semi-annually to the OTR Career Service Board.
- (3) The selection of candidates for participation in overseas training projects be made initially by appropriate division or staff chief, subject to the approval of the Director of Training.
- (4) The Office of Training provide in its annual budget for participation of at least:
 - (a) two senior employees in established Defense schools;
 - (b) two employees in external language and area programs;
 - (c) four employees for planned visits of inspection to foreign areas.

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Acting Chief, Plans and Research Staff

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